

**From:** "Ferrell, Brian" <Brian.Ferrell@cca.com>

**Date:** October 16, 2015 at 9:01:12 PM EDT

**To:** "cryan@azcorrections.gov" <cryan@azcorrections.gov>, "sergio.molina@mtctrains.com" <sergio.molina@mtctrains.com>

**Cc:** "ecaski@azcorrections.gov" <ecaski@azcorrections.gov>, "mkearns@azcorrections.com" <mkearns@azcorrections.com>, "Regens, Brad" <Brad.Regens@cca.com>, "Hininger, Damon" <Damon.Hininger@cca.com>

**Subject:** AZ Kingman -CCA - Message from Damon Hininger

Damon Hininger writes:

Director Ryan & Sergio Molina

Thank you again for the continued opportunity to explore options related to the assignment of the Kingman contract. As we have discussed throughout this process, we are committed to finding a mutually agreeable arrangement that ensures the safe and secure operation of the facility and that makes sense for both CCA and the State. We continue to believe strongly that significant resources need to be dedicated to the Kingman facility in the form of additional staff and salary increases in order to operate that facility at the level expected from both CCA and Department.

While additional resources are necessary, we recognize the fiscal constraints facing the State. Understanding this, we are offering for the State's consideration alternative proposals that are focused on the debt that is associated with the facility. As you are aware, the bond financing costs at Kingman take a significant percentage of the per diem that is paid by the Department, with annual debt service payments exceeding \$24 million annually. This is due in part to 8% interest rates that makes the debt expensive, especially considering the fact that they are tax-exempt bonds.

CCA is willing to put forth two proposals to reduce the debt service payments in a way that would allow resources to flow into the operation of the facility where they are needed. Under the first proposal, CCA would utilize its own capital and pay off the existing bonds at a cost approximately \$155 million. Under this scenario, CCA would need the Department to extend its ownership rights to 2036. The management contract could expire on 2028 as is currently contemplated, however if a different operator was in place, the lease payment would need to continue until full ownership is vested in 2036. We would present a revised amortization schedule to the Department whereby they could purchase the facility at a set price similar to how current contracts with private providers are currently established. We are in a position to execute this transaction immediately and believe this to be the most expedited option available.

Under the second scenario, instead of CCA utilizing its capital, the State would recall the bonds and new bonds would be issued – again over 20 years – with the State extending ownership rights to 2036.

We believe that absent a per diem increase, the best way to ensure that the proper resources are being deployed to staffing related costs is to reduce the burden that the debt service payments place on the operation of the facility. Our willingness to deploy our own capital – approximately \$155 million in total outlays - speaks to our commitment to this project and our willingness to assist the Department in this manner. As always, we stand ready to discuss our proposal further or answer any questions you may have.

Sincerely

Damon



JAMES S. MACDONALD  
1639 E. SUNFLOWER  
CASA GRANDE, ARIZONA 85122  
PHONE # (520) 836-7076 (Home);  
(520) 464-3201 (Office); (520) 483-8569 (Cell)

**EDUCATION:**

College: University of Texas at El Paso; 9/75 – 8/80.  
Bachelor of Science in Criminal Justice

**WORK HISTORY:**

February 1996 to  
Present

Warden; Corrections Corporation of America; Private Corrections.  
**Responsibilities:** To direct, administer and coordinate the activities of the Correctional Facility in support of policies, goals, and objectives established by the Officers and Board of Directors and within the scope of the management contract and policies of the contracting agency. I am currently assigned as the Warden of the La Palma Correctional Center in Eloy, Arizona (7/10 to present). LPCC provides 3,240 medium custody beds to the State of California. I was previously assigned as Warden of the Florence Correctional Facility in Florence, Az (5/2008 to 7/2010) and Crossroads Correctional Center (Assigned 12/99 to 5/2008), Shelby Montana. Additionally, I have been assigned as an Assistant Warden at the Lawrenceville Correctional Center (1/99 to 12/99) a 1,500 bed Medium custody facility, contracted with the state of Virginia, as well as Assistant Warden at the Cleveland Pre-Release Center (2/96 – 12/98), which was a 520 bed minimum/ medium security unit contracted with the State of Texas.

January, 1995 to  
January, 1996

Facility Director: Concept Inc, Sweetwater Pre-Parole Transfer Facility, Sweetwater, Texas: Private Corrections.  
**Responsibilities:** To direct, administer and coordinate the activities of the Correctional Facility in support of policies, goals, and objectives established by the Officers and Board of Directors. The Sweetwater Pre-Parole Transfer Facility was a 220 bed Corrections Facility contracted with the Texas Department of Criminal Justice-Parole Division. The facility was acquired by the Corrections Corp. of America (CCA) in April 1995. CCA chose not to renew the contract and the facility was closed in January 1996.

September, 1989 to  
December, 1994

Unit Supervisor: Brazoria County Community Supervision and Corrections Department, Brazoria County, Texas.  
**Responsibilities:** Provide direction and training for six (6)

supervision officers and two (2) support staff; to evaluate staff growth and progress on an ongoing basis; act as a liaison between Court operations and the felony probation officer (11/92 – 12/94), Intensive Supervision Officer (1/91-4/92) and Felony Supervision Officer. I also assisted with specialized programs such as the absconder caseload and the Prison for a Day Program.

December, 1981 to  
August, 1989

**Captain of Correctional Officers:** Texas Department of Criminal Justice, Darrington Unit (11/85-8/89) and the Retrieve Unit (11/84-11/85). As Captain, I have worked in all areas of security to include Disciplinary Captain (11/84-11/85), Admin. Segregation Captain (11/85-11/86), Field Captain (11/86-4/87) Trusty Camp Captain (4/87-7/88) and Building Captain (7/88-8/89).

**Responsibilities:** To oversee the operations of each department that I was assigned to; to ensure that all unit and departmental policies and procedures are adhered to; to develop unit policy for the department(s) that I was assigned, under the direction of the department head; to monitor production in the department and evaluate the progress of staff; to act as liaison between department heads and line staff to ensure the smooth and efficient operation of the department. Other positions held with the TDCJ were Investigator with the Internal Affairs (4/84-11/84). Grievance Coordinator (3/84-4/84) and Correctional Officer at the Eastham Unit (12/81-3/83).

August 1980 to  
October 1981

**Section Leader:** John Asquaga's Nugget: Sparks, Nevada.  
**Responsibilities:** Provided service to slot payoffs and assisted slot supervisors in a variety of functions.

September 1975 to  
August 1980

Full time Student: University of Texas at El Paso.

#### **SPECIALIZED TRAINING:**

- Pre-Service Training for Correctional officers, Texas Dept. of Corrections
- 1<sup>st</sup> Level Manager's Training, Texas Governor's Office
- Manager of manager's Training, Texas Governor's Office
- Basic Criminal Investigator's Training, Texas Department of Public Safety training Academy
- Adult Probation Officer Certification, Texas Dept. of Criminal Justice
- Strategies for Case Supervision, Texas Dept. of Criminal Justice
- DWI Alcohol Education Instructor's Training, Texas Dept. of Criminal Justice
- Correctional management Training, Texas Dept. of Criminal Justice
- 24 Hour Executive Training, Corrections Corp. of America
- New Warden's Orientation, Corrections Corp. of America
- True Colors Management Training, Corrections Corp. of America
- Twenty-four Hour Executive Supervision Training, CCA
- Incident Management Team Training, CCA

- Employee Relations Workshop, Union Avoidance, CCA
- 24 Hour Samberg Leadership Training

#### **PARTICIPATION IN PROFESSIONAL ORGANIZATIONS:**

1989 to 1994	Member of the Texas Corrections Association. I was honored as STAR of Corrections by T.C.A. in June 1989
1989 to 1995	Member of the Texas Probation Association
1996 to present	Member of American Corrections Association
2013 to present	Member of NAAWS

#### **COMMUNITY PARTICIPATION:**

1985 to 1995	Member of the Board of Directors for the Gulf Rescue Squad
1995	Member of the Sweetwater Rotary Club
1995	Member of the Sweetwater Chamber of Commerce
1996 to 1998	Member of the Cleveland Kiwanis Club
1996 to 1998	Member of the Cleveland Chamber of Commerce
1996 to 1998	Chairman for the Liberty County Crime Stoppers
1997/1998	Member of Advisory Council for Safe and Drug Free Schools and Communities for Cleveland Independent School District
1999 to 2008	Member of the Shelby Kiwanis Club
1999 to 2008	Member of the Shelby Chamber of Commerce
2001 to 2003	Board of Directors, Rocky Mountain Work Force
2001 to 2008	Member of CMT/Workforce Investment Board Toole County
2004 to 2008	Member of the Toole County/City of Shelby Planning Board
2008 to 2010	Member of the Florence Chamber of Commerce
2010 to present	Member of the Eloy Chamber of Commerce
2010 to present	Member of the Casa Grande Chamber of Commerce

#### **REFERENCES:**

References will be provided upon request.



# *Linda R. Thomas*

*128 Elwood Drive • Aiken, SC*

*Phone: 703-862-9043*

*lrthomas@bop.gov*

**TARGET POSITION:** *Correctional Administrator*

## **EXPERTISE / SPECIALIZATION**

- Correctional programs & operations
- Review, oversight, & compliance
- Custodial & security issues
- Labor/Management relations
- Supervision

## **WORK EXPERIENCE**

### ***Correctional Institution Administrator (Warden - Senior Executive Service)***

Department of Justice, Federal Bureau of Prisons <sup>09/1986- present</sup>

- Plans, directs, and coordinates extensive and complex medical psychiatric programs, broad and various inmate training, rehabilitation, disciplinary and work programs
- Review security plans and procedures
- Institutional security oversight – including ensuring care and use of firearms, key and tool control, inmate movement & count systems
- Develop plans, policies, and programs for institutional management
- Negotiate with union representatives regarding employee-management concerns
- Plan, organize, review, and evaluate work of subordinates
- Administer personnel matters. Recommend selections, promotions, awarded, disciplinary or other actions
- Manage budget resources

### ***Previous agency positions held:***

*Correctional Services Administrator* <sup>07/03-03/09</sup>

Compose advanced technical writing and manage the development of major program statements, manuals, agency level strategic planning documents, risk assessments, and training policies. Handle sensitive information to include intelligence, emergency preparedness, security, and investigative information. Manage staff, budgets, and provide guidance and oversight to regional and field correctional facilities.

*Associate Warden* <sup>09/99-07/03</sup>

Control and supervision of various aspects of the institution's functions such as programs, operations, medical, mental health, clinical programs, custody, transportation, industries and education. Determine and establish policies & programs involved in institutional operations. Evaluate programs area and recommend changes.

*Executive Assistant* <sup>01/96-09/99</sup>

Advise on matters of policy, programs, and operations. Develop, evaluate, and recommend plans, programs and policies for management of correctional institutions. Handle budgetary programs of various cost centers.

*Captain* <sup>10/94-01/96</sup>

Serve as the department head in the Correctional Services department. Resident expert on all custodial and security questions arising at the institution. Responsible for institutional security, inmate conduct and discipline, inmate work, control of hazardous tools and material, safety, sanitation, control and use of institution vehicles, and key control. Advisor to the Warden and his staff in the formulation and implementation of institution policies, procedures and programs. Administer personnel matters and deal effectively with employees.

*Correctional Programs Specialist* <sup>09/93-10/94</sup>

Review and analyze correctional services operations at it relates to procedures and security requirements. Evaluate controls within a correctional environment designed to meet security requirements, disturbance plans, inmate accountability, and other related areas related to correctional services. Develop policy statements, formal manuals, technical data sheets, proposals, and/or the evaluation of correctional services programs.

*Lieutenant* <sup>12/89-09/93</sup>

Serve as shift supervisor in the Correctional Services department, giving supervision and guidance to a subordinate staff of correctional officers involving work performance, interpretation of policy, handling of problems concerning the inmate population. Authorize changes in institutional operations when necessary to meet emergency situations. Implement post orders, conducts training classes related to correctional procedures, responsible for enforcement of all rules and regulation relative to custodial security of the institution, investigate reported violations of prohibited acts, taking appropriate actions as dictated by the seriousness of the violation.

*Correctional Officer* <sup>09/86-12/89</sup>

Provide supervision, care and correctional treatment of inmates. Conduct various count procedures of inmates. Work various correctional posts and assignments.

## ASSOCIATIONS/MEMBERSHIPS

Association of Women Executives in Corrections  
Federal Executive Board  
Delta Sigma Theta Sorority

## EDUCATION

Bachelor of Science: Lane College <sup>1986</sup>



**Fred Figueroa**  
1508 Ferris Drive  
Cleveland, MS 38732  
(662) 902-6772 (Cell)  
(662) 345-2101 (Work)

**Professional Experience**

Corrections Corporation of America 5/2012- Present  
Tallahatchie County Correctional Facility  
Tutwiler, MS

**Warden** of a 2,850 bed medium custody, male correctional Facility. Responsible for the custody and control of 2700 male offenders from the state of California and 72 bed jail for male and female offenders for Tutwiler County. Responsible for the 600 total employees, which includes 339 Correctional staff. Responsible for the day to day operations of the facility.

Corrections Corporation of America 03/2006 to 5/2012  
North Fork Correctional Facility  
Sayre, OK

**Warden** of a 2,599 bed medium custody, male correctional facility. Responsible for the custody and control of 1,920 male offenders from the states of California, Colorado, Idaho, Vermont, Washington and Wyoming. Responsible for the 429 total employees, which includes 302 correctional staff. Responsible for the day to day operations of the facility.

Corrections Corporation of America 10/2001 to 03/2006  
Correctional Treatment Facility  
Washington D.C.

**Warden** of a 1400 bed, medium custody, male and female adult detention facility. Responsible for the custody and control of 800 males and 180 female offenders. Responsible for 333 total employees, which includes 260 correctional staff. Responsible for the day to day operation of the facility.

Corrections Corporation of America 07/2000 to 10/2001  
Whiteville Correctional Facility  
Whiteville, Tennessee

**Warden** of a 1500 bed, medium custody correctional facility. Responsible for the custody and control of 960 medium and 540 maximum custody Wisconsin male offenders. Responsible for 335 total employees, which included 238 correctional staff.

**Fred Figueroa**  
1508 Ferris Drive  
Cleveland, MS 38732

Corrections Corporation of America  
Diamondback Correctional Facility  
Watonga, Oklahoma

09/1999 to 07/2000

**Assistant Warden** of Security for the facility. Responsible for the custody and control of 1400 male offenders housing four jurisdictions from Hawaii, Indiana, Oklahoma and Federal. Responsible for 276 total employees to include 197 correctional staff.

Texas Department of Criminal Justice  
Darrington Unit  
Rosharon, Texas

04/1999 to 07/2000

**Assistant Warden II** of a multi-custody correctional facility. Responsible for custody and control of approximately 1600 male offenders. Responsible for approximately 400 staff members.

Texas Department of Criminal Justice  
Estelle Unit  
Huntsville, Texas

02/1996 to 03/1999

**Senior Warden II** of a 3200 bed, maximum custody correctional facility. Responsible for the custody and control of 2,260 male offenders in general population including all custody levels. A substance abuse punishment facility housing 175 male clients, a 60 bed geriatric facility, a 150 bed regional medical facility, and a 650 bed maximum custody high security facility. Responsible for 1,273 employees which included 680 correctional staff. Responsible for the overall operation of the facility to include 7,009 acres.

Texas Department of Criminal Justice  
Powledge Unit  
Palestine, Texas

08/1993 to 02/1996

**Senior Warden I** of a 1,006 bed minimum custody facility. Responsible for 276 total employees to include 197 correctional staff. Responsible for the overall operation of the unit to include agricultural operations of swine and livestock production.

**Fred Figueroa**  
1508 Ferris Drive  
Cleveland, MS 38732

Texas Department of Criminal Justice  
Coffield Unit  
Tennessee Colony, Texas

08/1991 to 08/1993

**Assistant Warden of Operations** of a maximum custody facility.  
Responsible for 3700 male offenders, which included all custody,  
levels.

Texas Department of Criminal Justice  
Coffield Unit  
Tennessee Colony, Texas

11/1989 to 08/1991

**Major of Correctional Officers** responsible for 900 medium and close  
custody and 540 maximum custody inmates.

Texas Department of Criminal Justice  
Ellis II Unit  
Huntsville, Texas

05/1984 to 11/1989

**Administrative Captain**, during a 5 year tenure held various positions  
as a, 1st and 2nd Shift Captain, Psychiatric Center Captain,  
Disciplinary Hearing Captain with a mission of custody and control.

Texas Department of Criminal Justice  
Ellis II Unit  
Huntsville, Texas

01/1984 to 05/1984

**1st Shift Lieutenant** with a mission of custody and control.

Texas Department of Criminal Justice  
Jester II Unit  
Richmond, Texas

06/1981 to 01/1984

**Sergeant of Correctional Officers**, Correctional Officer III,  
Correctional Officer II. Responsible for all aspects of inmate  
control.

United States Marine Corps  
Camp Pendleton, CA  
Okinawa, Japan

06/1978 to 06/1981

**Maintenance Management Chief /S-4 Logistic Chief**, rank earned E-5  
Sergeant.

**Fred Figueroa**  
1508 Ferris Drive  
Cleveland, MS 38732

**Education**

John F. Kennedy High School 1976-1978  
San Antonio, Texas  
Received High School diploma

Sam Houston State University/Angelina College 1984-1986  
Huntsville, Texas/Lufkin, Texas  
Completed 36 semester hours

**Correctional Training**

- Chemical Agents Instructor
- EEO Law
- A&M Supervisor and Advance Supervisory Training
- Governor's First Line and Manager of Managers Supervisory Training
- FBI Hostage Negotiation/Tactical Concepts for Prison Administrators
- Quality Prison Management through Warden Interaction
- Executive training for Newly Appointed Wardens (NCIC)
- Stephen Covey's Seven Habits of Highly Effective People
- Colors Supervisory Training
- CCA Newly Appointed Wardens Orientation

**Organizations**

- Texas Association of Christian Wardens
- Texas Public Employees Association
- American Correctional Association
- Correctional Peace Officers Foundation
- President Sumner Rotary

# Martin L. Frink

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## OBJECTIVE

A senior management role where the challenge and opportunity to contribute exists. Also, to provide the reader with insight into my professional accomplishments.

## QUALIFICATIONS

Thirty-one years of experience in a variety of Criminal Justice functions. Twenty-seven years of management experience. Certified Trainer and Auditor. Extensive knowledge in the areas of Human Resources and Staff Development/Training.

## PROFESSIONAL EXPERIENCE

**Corrections Corporation of America (CCA)**  
**North Fork Correctional Center, Sayre, OK**  
**Warden**

**05/2014-Present**

Perform oversight and management of a 2500 bed all custody male California contracted facility, supervision of over 450 staff and 2500 offenders. Responsible for professional correctional management and directs, administers and coordinates the activities of the correctional facility in support of policies, goals and objectives established by the Officers and Board of Directors by performing duties personally or through subordinate managerial staff.

**Corrections Corporation of America (CCA)**  
**Crossroads Correctional Center, Shelby, Mt**  
**Warden**

**04/2011-05/2014**

Perform oversight and management of a 664 bed all custody male state and U.S. Marshal contracted facility, supervision over 182 staff and 664 offenders. Responsible for professional correctional management and directs, administers and coordinates the activities of the correctional facility in support of policies, goals and objectives established by the Officers and Board of Directors by performing duties personally or through subordinate managerial staff.

**MPRI**  
**Senior Iraqi Correctional Trainer/Advisor**

**09/2010-04/2011**

Responsible for providing consulting, training, mentoring, and assisting Iraqi Correctional Service leaders in Baghdad on the development of a central management operational and organizational structure that supports decision-making in the following key corporate functions: institutional operations; budgeting; staffing, recruiting, hiring, training, and delegating, internal affairs, medical, facility/maintenance, transportation, records and classification, logistics, and vocational training and education. As an International Corrections Trainer, work directly with appropriate authorities to develop policies and standards that are consistent with international standards, rule of law, and Iraqi law.

**Corrections Corporation of America (CCA)**

**12/2002-09/2010**

**Mineral Wells Pre-Parole Transfer Facility; Mineral Wells, TX.**

**Assistant Warden/Security**

Perform oversight management of Security to include Food Service, Grievances and Disciplinary Departments. Responsible for implementing the disciplinary and grievance procedures of the contracting agency. Supervision of 310 staff and 2100 offenders. Also, assume the responsibilities of Warden during his absence.

**Corrections Corporation of America (CCA)**

**05/2002-12/2002**

**California City Correctional Center; California City, CA.**

**Assistant Warden/Programs**

Performed management of programs, which include the departments of Education, Religious Services and Unit Management. Responsible for the security and operation of over 2,300 bed facility with 500 staff. In addition, supervise the areas of Food Service, Health Services and Maintenance Departments. Implementation of policies and procedures with CCA and Bureau of Prisons guidelines. Instrumental in preparing the facility for the JCAHO accreditation.

**Corrections Corporation of America (CCA)**

**06/2000-05/2002**

**Cibola County Correctional Center; Milan, NM.**

**Chief of Security**

Responsible for the administrative and management of all areas of Security and Operations of this 1,100 bed correctional institution. Responsible for the direct supervision of 260 staff members. Provide staff development through training, auditing and ongoing team building programs. Implementation of policies and procedures in accordance with CCA and Bureau of Prison guidelines. Worked closely with other disciplines to ensure all staff continued to meet the needs of the institution. Instrumental in preparing the facility for ACA accreditation.

**Texas Department of Criminal Justice Institution Division**

**09/1998-05/2000**

**Garza West Unit; Beeville, TX.**

**Major (Chief of Security)**

Performed management duties as the Assistant Facility Administrator of this 2,200 bed transfer correctional institution. Responsible for the direct supervision of 250 staff members. Responsible for the development, training and implementation of new policies and procedures to ensure the proper transfer of offenders and to provide safety and security of the facility.

**Texas Department of Criminal Justice Institutional Division**

**09/1995-09/1998**

**Cotulla Unit; Cotulla, TX.**

**Major (Chief of Security)-**

As the Assistant Facility Administrator of the 600 bed, transfer correctional institution, was responsible for the direct supervision of 100 staff members. Management of the development, training and implementation of new policies and procedures to ensure the proper transfer of offenders and to provide safety and security of the facility. Developed and implemented agricultural operations and community service projects.

**Texas Department of Criminal Justice Institutional Division**

**01/1995-04/1995**

**Region IV Office; Beeville, TX.**

**Captain Career Development**

Completed extensive management and staff development training, also was responsible as an Auditor for all units in this region and implementation of policy and procedures for Classification, Medical and Treatment Departments. Increased my knowledge in the areas of employee disciplinary process, EEOC guidelines and other internal investigations relating to employee misconduct.

**Texas Department of Criminal Justice Institutional Division  
Lynaugh Unit; Fort Stockton, TX.**

**09/1994-09/1995**

**Captain**

Responsible for the management of all areas of Security and Operations for this 1,376 bed correctional facility. Responsible for the direct supervision of 180 staff members. Created, implemented and formulated all necessary functions related to security, including policies and procedures, post orders and training of new staff for this start up facility. Responsible for hiring and promoting new security personnel. Performed the duties of the Warden during his absence.

**Texas Department of Criminal Justice Institutional Division  
Fort Stockton Unit; Fort Stockton, TX.**

**06/1992-08/1994**

**Lieutenant**

Managed the creation, implementation and organization of this new 600 bed correctional institution. Responsible for the supervision of 40 staff members and offsite offender work squads and the processing of all grievances and disciplinary reports, including staff training.

**Texas Department of Criminal Justice Institutional Division  
Wallace Pack II; Navasota, TX.**

**09/1987-06/1992**

**Sergeant**

Compliance/Administrative Sergeant, supervising 50 staff members. Implemented policies and procedures for the Administrative Segregation area. Conducted specialized training to ensure the safety of the institution.

**Texas Department of Criminal Justice Institutional Division  
Ferguson Unit; Midway, TX.**

**07/1985-09/1987**

**Correctional Officer III**

Worked specifically in the areas of maintenance and field duty.

**Texas Department of Criminal Justice Institutional Division  
Darrington Unit  
Correctional Officer III**

**12/1983-06/1985**

## **CERTIFICATIONS**

Certified trainer- January 2000

Certified Chemical Agents Trainer- September 1994

## **EDUCATION**

Midland Jr. College - Midland, TX.

Blinn Jr. College - Brenham, TX

Sam Houston State University - Huntsville, TX.

25 hours towards Associate Degree.

## **SPECIALIZED TRAINING**

Seven Habits of Highly Effective People, Stephen R. Covey

Budget Analysis Training

Advanced Management Training

Senior Management Development

Excellence in Leadership Training

Career Development Training

Cultural Diversity Training

Sexual Harassment Training

Gang Intelligence Training

Chemical Agents Training

Classification Training

Forced Cell Movement Training

Sentry Certified

UDC Certified

FEMA Emergency Management Trainer

ServSafe Certified

## **Community Service**

Marias Heath Care Hospital Chairman of the Board

2012 to 2014

Shelby Area Chamber of Commerce President

2013 to 2014

Sayre Kiwanis Member

2014 to Present

Sayre Chamber of Commerce Board Member

2014 to Present



## BRIAN P. KOEHN

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Brian.Koehn@cca.com

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**OBJECTIVE:** To obtain the position of greater responsibility in corrections.

**PROFILE:**

- ◆ More than twenty three years progressive correctional experience in executive management, operations, and programs.
- ◆ Warden at two CCA facilities with experience in federal, state, and local contracts.
- ◆ Former CCA Facility Support Center (FSC) employee with a working understanding of the relationship between the FSC and field operations.
- ◆ Identified as an expert in Correctional Emergency Preparedness by ACA President Hall and appointed to Chair the Disturbance Preparedness Committee.

**EMPLOYMENT:** Corrections Corporation of America. Nashville, TN

**Warden:** Florence Correctional Center. Florence, AZ 8/10-Present

- Responsible for the professional correctional management of 2,500 bed federal/state contract facility holding both male and female inmates
- Develop and monitor short / long term operational, fiscal, and programming objectives
- Monitor and evaluate the overall operation of the facility regularly and systematically reporting results as directed by policy and contract

**Warden:** Metro Davidson County Detention Facility. Nashville, TN 3/08-8/10

- Responsible for the professional correctional management of a 1100 bed detention facility

**Director of Security:** Corrections Corporation of America, FSC 6/05-3/08

- First Director of Security for CCA establishing policy and protocol for the position
- Responsible for the overall management of security operations for CCA
- Developed uniformity in the tactical operations

**Assistant Warden of Programs/Operations:** Idaho Correctional Facility. Boise, ID 11/00-10/04

- Held the positions of Assistant Warden of Operations and Programs
- Conducted CCA wide security assessments and after action reviews for the Vice President of Operations

**Assistant Warden of Operations:** Northeast Ohio Correctional Center. Youngstown, OH 11/99-11/00

- Lead the Operations department for a 2016 bed prison
- Duties included the day-to-day management of a 320-person department

**Chief of Security:** Northeast Ohio Correctional Center. Youngstown, OH 09/97-11/99

- Lead the Security and Unit Management functions for a 2016 bed prison holding Washington DC inmates

**Training Manager:** Prairie Correctional Facility. Appleton, MN 10/94-09/97

- Responsible for the development and implementation of training for 300 correctional staff

**SORT Commander:** Prairie Correctional Facility. Appleton, MN 2/94-9/97

- Responsible for the deployment, training, supervision and welfare of the 23 person tactical team
- Tactical team was used throughout the company to resolve correctional emergencies

**Assistant Shift Supervisor:** Prairie Correctional Facility. Appleton, MN 2/94-10/94

**Sergeant:** Prairie Correctional Facility. Appleton, MN 10/92-02/94

**Prairie Training Center Inc. Appleton, MN**

**President** 1/95-09/97

- Specialized in Martial Arts, Fitness, and Law Enforcement/Corrections training
- Taught Soo Bahk Do Moo Duk Kwan Korean Martial Art - Internationally Certified Instructor / Second Degree Black Belt

***Military:***

**Minnesota/Ohio Army National Guard** 1989-2000

**Commissioned Officer**

- Served in a variety of positions including Military Police Platoon Leader, and Executive Officer of a Mechanized Infantry Company
- Honor graduate of the U.S. Army Infantry Officers Basic course
- ROTC cadet Battalion Commander and club president

**United States Marine Corps Reserve. Minneapolis, MN** 1989

**Squad Leader / Sergeant**

- Managed a Military Police Squad specializing in law enforcement duties

**United States Marine Corps. (Active duty) Concord, CA** 1984-1989

**Platoon Sergeant**

- Trained, motivated, instructed, supervised, and evaluated 34 marines guarding the Navy's largest special weapons compound
- Graduated second out of 60 marines in the Non-Commissioned Officers Course

***Education:***

**St. Cloud State University. St. Cloud, MN** 2001

**B.A. Degree: Elective Studies (Criminal Justice)**

***Professional  
Membership and  
accomplishments***

- Member of the American Correctional Association (ACA)
- Former chair of the ACA Disturbance Preparedness Committee
- Member of the ACA Clean and Green Committee
- Member of North American Association of Wardens & Superintendents

**Joseph Taylor**  
**4950 South Fern Dr.**  
**Chandler, Arizona 85248**

**(520 284-8684 (home)**

**cell phone (520) 289-0248**

## **HIGHLIGHTS OF QUALIFICATIONS**

- Accomplished Correctional Administrator with 30 years of progressive experience in adult and juvenile facilities directing clinical and security staff.
- Proven ability to develop and manage adult and juvenile treatment programs to meet changing requirements.
- Experienced counselor who provides assessment, diagnosis, and case management direction.
- Excellent ability to prioritize and work in high-pressure environments.

## **PROFESSIONAL EXPERIENCE**

### **Supervision:**

- Provides leadership, supervision and support to employees as Assistant Director of Arizona Department of Juvenile Corrections in Arizona, ensuring all youth and health and safety needs are met.
- Developed and directs specialized treatment of youth in violent offender, substance abuse, and sex offense programs.
- Manages professional staffs that are responsible for all case management needs and treatment of youth in a secure facility.

## **EMPLOYMENT HISTORY**

### **Corrections Corporation of America**

#### **Warden, 2009- present**

Responsible for the daily operation of CCA owned facility that houses medium security state of Oklahoma inmates. Provides management, leadership, supervision of security functions and inmate programming. Ensure that the agency mission vision and goals are communicated and adhered to. Manage professional staff to ensure the facility support, objectives, policies and procedures are followed.

### **Corrections Corporation of America**

#### **Assistant Warden, 2007-2009**

Responsible for the daily operation of CCA owned facility that houses state and federal contracts. Provides management and leadership supervision of security functions and inmate programming. Ensure that the agency mission vision and goals are communicated and adhered to. Manage professional staff to ensure the facility support, objectives, policies and procedures are followed.

**PHOENIX UNION HIGH SCHOOL SYSTEM****Substitute Teacher, 2004 – 2006**

On call guess teacher. Teach students in a classroom setting according to official school curriculum when the assigned teacher is absent. Experience also includes middle school grades students.

**ARIZONA DEPARTMENT OF JUVENILE CORRECTIONS-Phoenix, Arizona****Assistant Director, Secure Schools, 2000-2003**

Direct/manage the resources (facilities, equipment, staff, programs and funds) of the agency secure schools and specialized programs; develop and communicate secure school objectives, standards, policies and procedures in accordance with agency mission, goals, policies and procedures; conduct/attend meetings; confer/meet with other agencies and organizations to advocate for programs for agency youth or to improve the effectiveness of treatment and security programs; oversee development of an annual budget; authorize purchases, expenditures, and contract services.

**Superintendent, Adobe Mountain School, 1997-2000**

Under the general direction of the Assistant Director of Secure Schools, the Superintendent is responsible for facility security, daily operations and supervision of the care, treatment and safety of juveniles in a secure institution, 24 hours a day, 7 days a week, and this includes management of the diagnostic process and other specialized programs. The Superintendent is responsible for developing, implementing, monitoring, and evaluating treatment programs at the secure Institution; ensuring a safe, secure, clean facility for staff, youth, and the public; overseeing the chaplaincy, volunteer and juvenile work programs.

**Assistant Superintendent, Adobe Mountain School, 1996-97**

Supervises staff at professional/non-professional levels; develops and implements procedures in accordance with department policy; participates in public relations within the community; reviews case histories and makes appropriate release decisions; acts as administrator in the absence of the superintendent; participates in agency meetings and training programs; reviews authorization of expenditures; and performs other related work as required.

Assistant Superintendent, Catalina Mountain School, 1995

Placement Coordinator for Female Youth, 1993-1995

Youth Program Supervisor, Adobe Mountain School, 1992-1993

Youth Program Supervisor, Alamo Juvenile Institution, 1991-1992

Youth Program Supervisor, Adobe Mountain School, 1989-1991

**ARIZONA DEPARTMENT OF CORRECTIONS, Phoenix, Arizona****1983-1989**

Correctional Program Officer III, Northern Arizona Correctional Release Center, 1988-1989

Correctional Program Officer II, Arizona Center for Women, 1988

Correctional Program Officer II, Perryville-San Pedro Unit, 1987-1988

Correctional Program Officer I, Alhambra-Baker Ward, 1985-1986

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Correctional Service Officer I, Alhambra-Flamingo Ward, 1985  
Correctional Service Officer I, Perryville-San Juan Unit, 1983-1985

**EDUCATION**

NORTHERN ARIZONA UNIVERSITY, Flagstaff, Arizona  
Master of Education, Counseling, 1991  
Bachelor of Science, Criminal Justice, 1982

**REFERENCES AVAILABLE UPON REQUEST**



## 1. Hospital References

During the meeting the ADC and MTC representatives requested CCA's hospital references.

CCA has a long-standing relationship with Banner Casa Grande Medical Center near Eloy, Arizona, where we have four correctional facilities. The requested contact information is below.

Community Hospital	Reference/Contact Information
Banner Casa Grande Medical Center 1800 East Florence Blvd. Casa Grande, AZ 85122	Denice Exline UR Director 520-381-6324 520-381-6333

## 2. Inmate Idleness

During the meeting, the ADC and MTC representatives expressed concerns regarding inmate idleness at the Facility.

CCA makes every effort to provide an environment where inmates can be rehabilitated for eventual reentry into the general public. To that end, CCA offers a variety of inmate work opportunities, which will be assigned, supervised and paid in compliance with ADC requirements.

CCA's goal is to provide inmates with facility work assignments and educational opportunities that will present the inmate with learning opportunities. Key program components include the following:

- A written plan for work and/or program assignments for inmates in the general population;
- Jobs available for inmates with disabilities;
- All institutional work programs meet applicable federal, state or local work, health and safety standards;
- Inmates have the opportunity to work in facility maintenance and operations;
- The inmate workday approximates the workday in the community; a full-time position generally will not exceed 30-40 hours per week;
- Inmates are not placed in a position of authority over other inmates; and
- Inmates are able to balance their work assignments with programming offered, for example, by having Kitchen Duties in the morning and GED class in the evening.

During the intake/orientation process at the facility, inmates are provided information on how to apply for employment. Once hired, the inmate is trained by the staff supervisor. The supervisor establishes expectations related to work performance, work schedule and specific job duties. Job performance evaluations are to be conducted on a regular basis by the staff supervisor.

Tracking of inmate work and program assignments at Red Rock Correctional Center is accomplished through ADC's AIMS. CCA is familiar with the capability of the AIMS program through both our prior management of Arizona inmates in our out-of-state facilities and our current management of ADC inmates at Red Rock Correctional Center, where all of the eligible inmates are engaged on a daily basis in inmate work programs, educational or rehabilitative programs, or a combination thereof.

Examples of inmate work assignments are:

Education Tutor	Library Aide	Law Library Aide
Recreation Worker	Recreation Aide	Chapel Aide
Dock Worker	Maintenance Worker	Commissary
Kitchen-Baker	Kitchen-Warehouse	Kitchen-Cook Helper
Kitchen-Helper	Kitchen-Cook	Maintenance Worker
Barber	Sewing Machine-Porter	Laundry –Off Unit
Admin Porter (OPS)	Blind / Other Aide (ADA)	Hair Braider
Pod Porter	State Issue Porter (CO3)	Floor Crew (Rotunda Porter)
Program Porter (Hort &WBE)	Medical Porter	Education Porter
Grounds Crew	Visitation Porter	Porter Other Labor (R&D)
Shoe Shine	Painter	

To mitigate inmate idleness, CCA also offers educational and programming opportunities. Some of the programs CCA offers across the country include the following:

**Education Service Delivery/Career and Technical Education:** CCA offers Adult Basic Education designed primarily to address the needs of inmates who do not possess a High School diploma; General Equivalency Development (GED) or comparable credential. English as a Second Language (ESL)/English Language Learners (ELL) classes are also offered. Further, CCA can provide a variety of vocational programs/Career and Technical Education opportunities for the inmate population such as computer literacy and applications, horticulture, carpentry and masonry with final number of programs determined by ADC.

**Substance Abuse Treatment:** CCA offers substance abuse education programs, evidence based RDAP outpatient programs and self-help groups.

**Religious Services:** Religious worship, programs and study are coordinated, scheduled and supervised by a qualified, experienced full-time Chaplain(s) with endorsement, ordination, or certification from a recognized ecclesiastical body.



**Self-Improvement Programming:** CCA offers self-improvement courses such as Thinking for A Change, Merging Two Worlds, and Courage to Change. Additionally, self-help recovery programs facilitated by community volunteers can be provided for inmates who are committed to long-term avoidance of substance abuse.



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